

THE WHITE HOUSE  
WASHINGTON

LT COL Bergen  
MAJOR JAY Sallis  
OSD SPEECHWRITERS  
X78191

PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD

August 5, 1983

Dear Paul:

President Reagan reconstituted the Foreign Intelligence Advisory Board in October 1981. As you know, our task is to assess the quality, quantity, and adequacy of intelligence collection, of analysis and estimates, of counter-intelligence, and other intelligence activities. Over the past year and a half, we have looked into various areas tasked by the President, including some with relevance to intelligence components of the Department of Defense.

Given the important role played by your Department in the National Foreign Intelligence Program, I thought it would be very useful to focus our September meeting on a review of intelligence support to DoD. Among the areas the Board is interested in learning more about are intelligence applications to the war plan and intelligence support to the Unified and Specified Commands. As part of our review, we are inviting the Chairman of the Joint Chiefs of Staff to meet with us in plenary session.

To further complement our undertaking, we would be honored to have you as our guest for lunch on Wednesday, September 14, 1983, from 12:30 pm to 2:30 pm at the Blair House. Our normal procedure is to start with a short hospitality time, followed by lunch, a few words by the guest, and end with a short question and answer period.

Additionally, on September 15, the second day of our two-day meeting devoted to Defense, we would like to visit the Joint Strategic Target Planning Staff (JSTPS) and Strategic Air Command (SAC) Headquarters, traveling to Omaha, if possible, aboard the National Emergency Airborne Command Post (NEACP) as it rotates home. A project officer from your staff to facilitate arrangements for the visit would be most helpful.

Attached you will find a list of Board members. Should you or your staff have any questions, please contact the PFIAB Executive Director, Colonel C. Norman Wood, at 456-2914.

Sincerely,

*Anne*  
Anne L. Armstrong  
Chairman

The Honorable Paul Thayer  
Deputy Secretary of Defense  
Room 3E944, The Pentagon

*Accepted to speak*

PFIAB review completed.

PreBrief for Meeting WITH PFIAB  
Wednesday 14 September 1983, 1230-1430

Introduction

- Scheduled to meet with the PFIAB from 1230-1300 at the old EOB.
  - Conference room is a secure area
  - PFIAB members are cleared
  - Expected to provide informal remarks for approximately 10 minutes
  - Question and Answer session for approximately 20 minutes
- At 1300, PFIAB and guests will proceed to F Street Club for lunch. White House will provide transportation.
- Remarks being prepared by Jack Bergen. We provided a draft, and copy of Admiral Watkins' talking points.

Background on PFIAB

- Established by Executive Order 12331 by President Reagan. Created in 1956 by President Eisenhower, the board under various titles functioned from 1956 to 1977. President Carter abolished it.
- PFIAB reports directly to the President
- Assesses quality, quantity and adequacy of intelligence collection, analysis, estimates, counterintelligence and other intelligence activities.
- Assesses the adequacy of management, personnel and organization.
- Board has full access to all information required to carry out its duties.
- Members serve without compensation.
  - Brief background on members is in your book.
- Full board meets every other month for a two day session.
- The 14-15 September session is addressing intelligence support to DoD. The DCI and Admiral Watkins scheduled to address the board during the morning of 14 September. The afternoon will be devoted to board deliberations in executive session. On 15 September, the board will visit SAC and the JSTPS. JCS has arranged transportation.
- Board has six standing task forces that meet as required.
  - Analytic and Political
  - Strategic and Military
  - Scientific, Technical, and Communications

- Economic and National Resources
  - Counterintelligence, Human and Covert
  - Organization, Personnel and Management
- PFIAB task force on Organization, Personnel and Management led by Dr. John Foster is looking at the current NRO organizational structure.

#### Topics of Expected PFIAB Interest

- General
  - DRB decision process and reports in the press of your efforts to strike a new balance between Army, Navy, and Air Force TOA shares.
  - FY-85 budget and prospects for funding DoD needs.
  - Impacts of Defense budget on NFIP funding.

[REDACTED]

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- . Defense has a wide range of critical shortfalls.
- . Must maintain strong, robust NFIP.
- . Striking the proper balance is the challenge.

#### Points for Consideration in Remarks to PFIAB

(Have provided both draft text and bullets to speechwriter).

- War Planning
  - . Under benign peacetime conditions, intelligence community support is good.
  - . Need to ensure robust HUMINT capability. Technical sensors are extremely valuable. However, planning frequently requires fine detail that can be collected only by the on-scene observer.
  - . Third World a major challenge. Can't afford extensive effort on all countries, yet must be able to rapidly develop intelligence to support crisis management and contingency operations. Must maintain basic intelligence, linguists, and SIGINT technical data bases. Must have flexibility in systems for rapid reorientation of collection, processing and analysis.

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-- Support to War Fighting

- . Very capable in peacetime.
- . National intelligence capabilities degrade rapidly when the shooting starts.
- . Have not paid attention to the harsh realities of wartime support.
- . Communications are a major problem. Prospects for continued wideband communications between the theater and CONUS intelligence facilities are low. Need to take a hard look at this problem.
- . Wartime operation requires a number of tradeoffs that impact directly on peacetime capabilities.
  - .. Survivability is expensive in funds, weight and space.
  - .. Wartime operations require realistic consideration of communications, tasking.
  - .. Wartime support impacts on management efficiencies as well.
- . Have developed new mechanisms in Defense
  - .. Tactical Cryptologic Program
  - .. Defense Reconnaissance Support Program
- . Close DoD-NFIP relationship
- . Some problems remains to be solved.
  - .. Policy regarding funding for survivability in NFIP is not clear.
  - .. Tasking of NFIP capabilities in wartime is another area of concern. We need to get on with defining the circumstances under which tasking authority will transfer from the DCI to SecDef.
  - .. Need to find a way to improve requirements planning, programming budgeting for support to operating forces. Key components are now in the GDIP. These key components of the U&S warfighting structures must be managed in Defense.

We have made some major changes in Defense that have improved support to U&S Commands. One is the increased role of the JCS and DIA in planning for intelligence capabilities and in the resource decision process. I can report that the CJCS was an active participant in our DRB deliberations on behalf of the CINCs and the joint perspective.